
Request for Qualifications and Quotes

RFQQ # 634-242

Project Title: Quality Assurance Services and Independent Validation and Verification Services for the e-Child Care Feasibility Study Project

Estimated Contract Period: **January 19, 2007 through June 30, 2007**
Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

Proposal Due Date: All Proposals whether mailed or hand delivered must arrive **by 3:00 p.m. Pacific time on December 1, 2007.**

Faxed bids WILL NOT be accepted.
E-mailed bids WILL NOT be accepted.

Submit Proposal To: **Proposal Delivered by Mail:**
Andrew Kramer, RFQQ Coordinator
Department of Social and Health Services
Administrative Services Division
Central Contract Services
PO BOX 45811
Olympia, WA 98504-5811

Proposal delivered by Express / Hand Delivery, Or Courier:
Andrew Kramer, RFQQ Coordinator
Department of Social and Health Services
Administrative Services Division
Central Contract Services
4500 10th Avenue SE
Lacey, WA 98503

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I. INTRODUCTION

A. PURPOSE OF REQUEST FOR QUALIFICATIONS AND QUOTES

The purpose of this request for qualifications and quotes is to procure comprehensive and independent project Quality Assurance (QA) and Independent Validation and Verification (IV&V) for the 2007 e-Child Care Feasibility Study Project.

For this engagement the QA and IV&V vendors will work with Department of Social and Health Services (DSHS), the Department of Early Learning (DEL) and the vendor hired to project manage and produce the e-Child Care Feasibility Study.

B. BACKGROUND

The Department of Early Learning (DEL) came into existence July 1, 2006. At the Governor's request, this Department was established through legislation to provide greater priority and visibility for early learning. DEL is a merger of:

- The Division of [Child Care and Early Learning](#), formerly part of the Department of Social and Health Services (DSHS),
- The Early Childhood Education and Assistance Program, also known as ECEAP, which used to be part of the Department of Community Trade and Economic Development (CTED), and
- The Early Reading Initiative, formerly part of the Office of the Superintendent of Public Instruction (OSPI).

By providing a single focal point for advocacy, policy development and coordination with the public and private sectors, DEL will eliminate fragmentation among programs and promote better early learning outcomes for children, and provide a strong, effective link with K-12 education to help ensure smooth transitions from early learning to school.

DSHS and DEL have many of the same stakeholders. In addition to looking for opportunities to use technology to integrate and improve early learning service delivery, the revised e-Child Care Feasibility Study will examine how systems can be integrated in order to leverage state resources and provide seamless service delivery.

DSHS is procuring a Project Manager and Feasibility Study Project Team to complete the 2007 e-Child Care Feasibility Study and develop and manage any follow-on procurement documents.

For this engagement the expectations for the Project Manager and Project Team are to:

- Re-work the July 22, 2005 e-Child Care Service Delivery Management System Feasibility Study, including:
 - Assess and revise the project scope as needed;

- Validate and revise the critical success factors as needed;
- Validate and revise the project outcomes as needed;
- Rework the Cost Benefit Analysis based on revised scope, critical success factors, and project outcome; and
- Develop and manage any follow-on procurement documents for an e-Child Care solution.

C. PROJECT SCOPE

Under the direction of the State's Project Coordinator, the Project Manager and Project Team will manage and conduct the assessment and revision of the 2005 e-Child Care Service Delivery Management System Feasibility Study. This study is included as Exhibit D. They will also manage the Investment Plan effort and the development of procurement documents for an e-Child Care solution(s).

The state requirements for feasibility study documentation are outlined in ISB guidelines: <http://isb.wa.gov/policies/portfolio/202G.doc>

The scope of the 2005 e-Child Care Feasibility Study was limited to the functions related to child care and early learning performed by DSHS prior to the creation of the Department of Early Learning.

The revised Feasibility Study will expand on the earlier study to include the DEL functions performed by the Early Childhood Education and Assistance Program, Early Reading Initiative and the recommendations made by Washington Learns, Thrive by Five Washington, and the Early Learning Council.

Executive sponsorship of the e-Child Care Feasibility Study will be a joint responsibility shared by the DSHS Deputy Secretary and the DEL Director.

State policy requires medium risk and high risk information technology projects to obtain independent QA services throughout the life of the project. Project risk is determined by an assessment based on criteria outlined in Information Services Board (ISB)

Information Technology Investment Standards

(<http://isb.wa.gov/policies/portfolio/201S.doc>).

DSHS has adopted a Quality Management Framework for IT projects assessed as medium and high risk. Contained in this framework is a standardized definition of QA and IV&V services reflected in the statement of work below.

DSHS seeks responses to this Request for Qualifications and Quotes (RFQQ) from persons and organizations qualified to provide project QA and/or IV&V services for the 2007 e-Child Care Feasibility Study.

These services are required for approximately six (6) months from the start date of the contracts. The QA and IV&V costs shall be based upon a fixed price.

One vendor is allowed to bid on and be awarded contracts for both sets of services if the vendor proposes different staff for each set of services. There will be one contract awarded for the QA services and a separate contract awarded for the IV&V services.

Services and Key Deliverables to be Provided

The e-Child Care Feasibility Study effort will consist of three major work efforts requiring QA and IV&V services:

- The overall project management;
- The actual Feasibility Study work; and
- The development and management of the procurement documents for the Information Technology solution set(s).

With respect to these work efforts, we have outlined a set of activities for each of these tasks that we feel represents the State's interests. These are guidelines for formulating your approach to the effort and we do not expect a deliverable for each bulleted item. However, we do feel it is important that these items be "monitored" and reported against if corrective action is required or risks arise in one of these areas. We invite you to add to or modify your approach regarding these activities based on your experience and expert judgment.

We have used qualitative words such as "evaluate" and "assess" in the list of activities. This forces the question "assess or evaluate against what standard?" A key component of your methodology should recommended standards or set of best practices against which these items will be evaluated. The State will mutually agree on these standards with the QA and IV&V Vendors and validate that they remain relevant at points along the project timeline. The methodology articulated in your proposed approach must incorporate the following two tenets:

- Fostering a win/win for all parties involved – QA Vendor, IV&V Vendor, State Executives, State project team, the contracted Project Manager and the contracted Feasibility Study Project Team.
- Active participation in the project – the contribution of QA and IV&V services must be continuous throughout the project and not exist solely through submission of QA or IV&V reports.

The QA and IV&V activities to be performed are as follows:

1. ASSESSMENT AND MONITORING OF PROJECT ACTIVITIES AND PRODUCTS

The assessment and monitoring activities are separated into QA and IV&V services. The State will award two separate contracts to provide each set of services. There are some additional clarifications that are intended to guide vendors in constructing their bids.

Quality Assurance

As noted above, the list of services below is not intended to solicit an item-by-item response. Instead, the State expects that the QA resources assigned to the e-Child Care Feasibility Study engagement are capable of assessing a project of similar scale and complexity along the dimensions and with a degree of insight suggested by the services listed. We expect that the QA vendor will use this set of services as input to their bid and they will demonstrate through their approach to QA how the QA team will accomplish this degree of oversight. Unlike the IV&V portion of this work, we anticipate that the QA resources will maintain a constant presence throughout the project, although at varying levels during different periods of the project

Independent Verification and Validation

IV&V of the project is not considered to be an ongoing, integral process within the Feasibility Study project. Rather, it is considered to be a periodically performed adjunct activity. In some respects, the IV&V services can be viewed as a “Technology Audit.” Bidders for this service should not view their role as that of providing a “continuous presence” to the project, such as might be the case with the QA services. Any bidder whose proposal suggests a constant presence on or within the project will likely find their costs unnecessarily higher than those of a bidder who proposes to accomplish the same mission within well defined, periodic timeframes. For purposes of this solicitation, we believe the bidder’s periodic IV&V total reviews should take no longer than eight weeks from the project’s initiation through completion.

Quality Assurance Activities

- Routine assessment of project sponsorship, including but not limited to:
 - Evaluation of Executive Sponsors’ and key executives’ engagement in the project.
 - Verification of routine and effective project communication with Executive Sponsors and key executives.
 - Verification that project governance activities are occurring as planned and that activities are effective. This includes an assessment of how changes to project scope, schedule and budget are approved.
 - Evaluation of alignment of strategic business priorities with project milestones and outcomes.
- Routine assessment of the project’s management and organization structures including but not limited to:
 - Evaluation of the project’s organization to confirm it is structured to be effective based on the project needs.
 - Evaluation of the business organization to confirm it is structured to be effective based on the project needs.
 - Verification that lines of reporting and responsibility provide adequate and effective technical/managerial oversight.
 - Evaluation of project management methodologies and project manager/project team’s ability to successfully perform planned methodology.

- Evaluation of partnerships with stakeholders and other organizations critical to the development of the e-Child Care Feasibility Study.
 - Evaluation of project progress, resources, budget, schedules, workflow and reporting mechanisms.
 - Evaluation of project decision making processes.
- Routine assessment of project management plans including but not limited to:
- Confirmation of documented key project management plans that utilize project management industry best practices and are appropriately scaled for the project.
 - Key project management planning elements including, at a minimum:
 - Project charter
 - Communications Plan
 - Issue Management Plan
 - Change Control Management Plan
 - Risk Management Plan
 - Validation that project management plans (and any subsequent modifications) have been communicated to and accepted via the project's governance and decision making structure.
 - Evaluation of the ongoing use and maintenance of the key project management planning documents.
 - Routine assessment of project risk management activities.
 - Evaluation of the project's budget control, tracking and reporting mechanisms.
- Routine assessment of the project's schedule/work plan activities including but not limited to:
- Validation that the project's work breakdown structure has been created and contains sufficient detail to schedule the project tasks and resources.
 - Evaluation of the estimating and scheduling processes for the project.
 - Review of work plans to verify that adequate time and resources are assigned for planning, development, review, testing and rework and that they are based on availability of planned resources.
 - Review of processes for managing, analyzing and reporting resource utilization to determine progress and schedule impacts. This should include an assessment of the availability of designated resources/skills when planned.
 - Verification that milestones and completion dates are established, monitored and met.
 - Verification that schedule variances are monitored, analyzed, reported and addressed.
- Routine assessment of the project staffing plan including but not limited to:

- Examination of the job assignments, skills, training and experience of the personnel assigned to the project (including project staff, other state staff and contracted staff).
- Evaluation of the hiring plan and/or procurement plans to verify adequate resources will be available when needed.
- Evaluation of the use of sub-contractors or other external sources of project staff in project planning and development activities.
- Assessment of the availability of planned staff during the life of the project.
- Routine assessment of the ability of the contracted vendor to maintain required skills, personnel, plans, resources and procedures to meet their commitment.
- Routine evaluation of project reporting including but not limited to:
 - Verification that status is accurately and effectively traced using project metrics.
 - Verification that status report processes, for internal and external oversight, are documented, followed and remain effective.
- Routine assessment of the project's procedures for managing requirements including but not limited to:
 - Validation that the documented functional requirements are complete enough to proceed with the procurement of an e-Child Care IT solution(s).
 - Verification that critical stakeholders have reviewed and had input to changes which impact project objectives, cost or schedule.
 - Verification that interface and information exchange requirements have been identified.
- Routine evaluation of business process reengineering (BPR) activities including but not limited to:
 - Verification that a BPR (or similar) plan has been developed where BPR (or similar) is needed.
 - Verification that the BPR plan has considered lessons learned from previous Information Technology Feasibility Study efforts.
 - Verification that a strategy to implement the BPR (or similar) changes has been documented and includes allocation of sufficient resources
 - Assessment of ongoing management support for the proposed business process and/or organizational changes.
 - Assessment of the project's processes for determining the user community's readiness for change.

We are asking for support and guidance from the QA vendor to promote a high-quality procurement process and ensure that the State applies appropriate rigor in selecting an e-Child Care solution vendor. The activities to accomplish this objective include the following:

- Review and make recommendations on procurement solicitation documents.
- Verify the obligations of the vendor/contractor/external staff (terms, conditions, statement of work, requirements technical standards, performance standards, development milestones, acceptance criteria, deliver dates, etc.) are clearly defined.
- Prepare the evaluation plan for conducting the e-Child Care solution vendor proposal evaluation and vendor selection process and make recommendations for improvement.

Independent Verification and Validation Activities

Periodically review and evaluate the Project Manager and Feasibility Team's process for identifying and defining the high level system requirements for the solution, including but not limited to the following areas:

- Data Architecture
- Functional model
- Interface Specifications
- Security Architecture
- System Technical Architecture

Periodically assess the technical deliverables of the e-Child Care Feasibility Study to ensure that they support the technical system requirements in the areas mentioned above.

2. DELIVERABLES

The following table identifies the anticipated deliverables. The State reserves the right to request additional analyses, as needed. The QA vendor or the IV&V vendor may suggest development of additional deliverables in specific areas. The DSHS and DEL must authorize the need for additional deliverables prior to their development.

Copies of all deliverables will be delivered, in electronic form, to the e-Child Care Feasibility Study Project Manager and the project's executive stakeholders. Frequencies are noted in the descriptions below.

Deliverable Name	Description
QA Approach & Plan	Within 30 days after the contractor is notified of the contract approval, develop a plan for this engagement that contains a project plan that details the activities, personnel, schedule, standards, methodology for conducting and reporting quality assurance assessments, a work break down structure with

Deliverable Name	Description
	<p>detailed tasks with dependencies and deliverables necessary to perform tasks covering project planning, project schedule, project management, and requirements management. This plan will be developed in consultation with the e-Child Care Feasibility Study Project Manager and the project's executive stakeholders.</p> <p>The approach will outline methodologies, standards, templates, benchmarks or other information that will be routinely used in producing QA reports or other deliverables.</p>
QA Assessment with Report	Within 60 days of contract execution, and in conjunction with the Feasibility Study Project Manager, Team and project schedule, complete an initial QA assessment and report covering project planning, project schedule, project management, business process re-engineering and requirements, management of the feasibility study and investment plan.
QA Status Format and Schedule	The QA Vendor will work with the State to establish a format and frequency for reports, management briefings and presentations.
QA Assessment Reports	Written QA reports will be produced at least monthly. The reports must provide project context as well as quantitative and qualitative data on the areas that were assessed. Reports must include findings and detailed recommendations on how DSHS, DEL, the Project Manager and/or the Project Team can improve activities, processes and results in assessed areas. Reports will also note any new or modified methodologies, standards, templates, benchmarks, etc. not previously outlined in the QA Approach deliverable.
QA Findings and Recommendations Tracking Log	A record of all findings and recommendations and their disposition or current status will be maintained in a QA tracking log.
Routine QA briefings	On at least a monthly basis, the QA Vendor will meet with the Project Team, Project Sponsors and other executive managers, to discuss concerns and review findings and recommendations.
IV&V Approach and Plan	<p>Within 30 days of contract execution, an IV&V services plan to include:</p> <p>Description of activities, personnel, schedule, standards and methodology for conducting and reporting the IV&V assessments, a work break down structure with detailed tasks with dependencies and deliverables necessary to perform tasks covering the <i>technical aspects</i> of business process improvement and requirements management, and feasibility</p>

Deliverable Name	Description
	study completion process.
IV&V Assessment with Report	Within 60 days or in conjunction with the feasibility study project schedule, an initial assessment IV&V report of the documentation on the current environment including systems, system relationships, and gaps.
IV&V Status Format and Schedule	The IV&V Vendor will work with the State to establish a format and frequency for reports, management briefings and presentations.
IV&V Status Reports	Written IV&V reports will be produced as set in the schedule. The reports must provide project context as well as quantitative and qualitative data on the areas that were assessed. Reports must include findings and detailed recommendations on how DSHS, DEL, the Project Manager and/or the Project Team can improve activities, processes and results in assessed areas. Reports will also note any new or modified methodologies, standards, templates, benchmarks, etc. not previously outlined in the IV&V Approach deliverable.
IV&V Findings and Recommendations Tracking Log	A record of all findings and recommendations and their disposition or current status will be maintained in an IV&V tracking log.
Routine IV&V briefings	As set in the schedule, the IV&V Vendor will meet with the Project Team, Project Sponsors and other executive managers, to discuss concerns and review findings and recommendations.

Draft reports, deliverables and analysis will be reviewed with project staff prior to submission. Final acceptance of the deliverables will be the responsibility of DSHS and DEL.

All deliverables shall be approved by DSHS and DEL in order for the task which produced them to be considered complete. In all cases, payment to the Vendor shall be contingent upon DSHS and DEL approval of deliverables. No review will be considered completed until the approved documentation is delivered to and reviewed by DSHS and DEL.

Each response to this RFQQ must include descriptions for the actions that shall be taken to produce the deliverables and obtain DSHS and DEL approval. In addition, each response must include a proposed format and content outline for each deliverable. Responses should include examples of deliverables, where feasible.

DSHS and DEL must approve, in writing, changes to milestones, deliverables or other material changes to the contract prior to implementation of changes.

D. MINIMUM QUALIFICATIONS

DSHS will determine, at its sole discretion, which Bidders meet the minimum qualifications identified below and will consider those Bidders' Proposals. Should DSHS determine, at its sole discretion, that a firm does not meet these minimum qualifications, DSHS will disqualify the firm from the evaluation and selection process.

For the proposal to be considered responsive, the bidder must be on the GA pre-qualified vendors list.

The bidder's proposal for QA services must demonstrate the following:

- All Key Personnel being proposed for this engagement have provided project QA services on similar projects (preferably in human services) within the past three years.
- All Key Personnel have a minimum of five years experience providing project QA services on risk/severity level 2 or 3 projects (or equivalent). Information on the risk and severity assessment process can be found at: [ISB - Washington State Information Services Board](#).

The bidder's proposal for IV&V services must demonstrate the following:

- All Key Personnel being proposed for this engagement have provided project IV&V services on similar projects (preferably in human services) within the past three years.
- All Key Personnel have a minimum of five years experience providing project IV&V services on risk/severity level 2 or 3 projects (or equivalent). Information on the risk and severity assessment process can be found at: [ISB - Washington State Information Services Board](#).

Location, Equipment and Other Provisions:

Key personnel will be provided a standard workstation for on-site work in an Olympia or Lacey State facility, exact location to be decided.

The State will provide:

- Access to state and contract staff that are involved with the e-Child Care Feasibility Study project;
- Copies of all hardcopy and softcopy documentation related to the e-Child Care Feasibility Study project;
- Documentation of existing standards and processes utilized and enforced by DSHS or DEL;
- Support all server hardware and software necessary for repositories of project data;
- Security access to the project location as well as security for the DSHS data network, including the proper security levels to connect to project data repositories; the necessary client hardware (PCs, cables, networked printers) and software licenses for the QA Vendor team and the IV&V Vendor team located at the project site. This will also include any necessary office

automation software and standard groupware tools as well as the client software required to access the project data repositories. State staff will acquire, install, upgrade, and support all hardware and software necessary for the QA or IV&V Vendor team member workspaces and on request, incidental office supplies necessary for QA or IV&V activities.

The QA Vendor will provide a list of additional materials required in its response to this RFQQ. After the acceptance of the response to the RFQQ, all materials listed and accepted by the state will be invoiced to the state in the manner prescribed during contract negotiations.

E. FUNDING

DSHS has \$119,000 budgeted for QA services and \$37,500 for IV&V services.

F. DEFINITIONS

See Exhibit A, Definitions, for the meaning of certain terms used in this RFQQ.

II. General Information

A. PROCUREMENT CONTACT INFORMATION

Upon release of this RFQQ all communications concerning this RFQQ must be directed only to the RFQQ Coordinator listed below. Any communication directed to DSHS staff, DEL staff or its consultant, other than the RFQQ Coordinator may result in disqualification. Any oral communications will be considered unofficial and non-binding to DSHS or DEL. Bidders should rely only on written statements issued by the RFQQ Coordinator.

B. DSHS RFQQ COORDINATOR

Contact: Andrew Kramer, RFQQ Coordinator
Department of Social & Health Services
Administrative Services Division
Central Contract Services

Mailing Address: P.O. Box 45811
Olympia, Washington 98504-5811

Physical Address: 4500 10th Avenue SE
Lacey, Washington 98503

Telephone: (360) 664-6073

FAX: (360) 664-6184

E-mail Address: KrameAW@DSHS.wa.gov

C. ACCEPTANCE OF RFQQ TERMS

A Proposal submitted in response to this RFQQ shall be considered a binding offer. Acknowledgement of this condition shall be indicated by signature of an officer of the Bidder legally authorized to execute contractual obligations by submitting with the Proposal a signed Bidder Information, Certificates and Assurances Form attached hereto as Exhibit B. A Bidder must clearly identify and thoroughly explain any variations between its Proposal and DSHS' RFQQ. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFQQ.

D. PROCUREMENT SCHEDULE

The Procurement Schedule outlines the tentative schedule for important action dates and times. DSHS reserves the right to revise this schedule at any time and will post any amended schedules on the DSHS Procurement website.

Item	Action	Timeframe
1.	Issue RFQQ	November 6, 2006
2.	Last Date for Accepting Bidder Written Questions by 3:00 PM Pacific Standard Time	November 15, 2006
3.	Issue Response to Written Questions On or About	November 22, 2006
4.	Proposal Submission Due by 3:00 p.m. Pacific Standard time	December 1, 2006
5.	Proposal Evaluation	December 6, 2006 thru December 12, 2006
6.	Oral Presentations, If Required	December 18 and December 19, 2006
7.	Notify Apparently Successful Bidder	December 27, 2006
8.	Notify Unsuccessful Bidders	December 27, 2006
9.	Begin Contract Negotiations	December 28, 2006
10.	Bidder's Request for Debriefing Due by 3:00PM	January 2, 2007
11.	Hold Debriefing Conferences (optional to bidders)	January 3 thru January 5, 2007
12.	Bidders' Protest(s) Due	January 12, 2006
13.	Signed Contracts due back from ASB	January 15, 2007
14.	Contract Execution	January 19, 2007

Note that contract finalization and the start date of the project are dependent on review and approval of the contract.

E. CONTRACT

DSHS intends to award two contracts to provide the QA and IV&V services described in this RFQQ.

The Contract term shall be approximately six (6) months commencing upon the date of execution of the contract by DSHS. Amendments extending the period of performance, if any, shall be at the sole discretion of DSHS.

Specific restrictions apply to contracting with current or former state employees pursuant to chapter 42.52 of the Revised Code of Washington. Bidders should familiarize themselves with the requirements prior to submitting a Proposal.

F. INSURANCE

The Apparently Successful Bidder must comply with the insurance requirements identified in the sample contract attached as Exhibit C.

G. CONTRACT AMENDMENT

Additional services that are appropriate to the scope of this RFQQ, as determined by DSHS, may be added to the resulting Contract by a written amendment mutually agreed to and executed by both parties.

H. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this RFQQ shall become the property of DSHS. All proposals, quotes, lists, evaluation documents and other documents that make up this Procurement shall remain confidential until 1) DSHS makes it available to the public pursuant to RCW 42.17, or 2) the contract, if any, resulting from this RFQQ is signed by DSHS and the Apparently Successful Bidder. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.

Bidder's proposal must include a statement on the Letter of Submittal identifying each page of your proposal which contains any proprietary information. Each page claimed to be proprietary must be clearly marked by printing the word "Proprietary" on the lower right hand corner of each page which contains any proprietary information.

If DSHS receives a request to view or copy your proposal, DSHS will respond according to applicable law and DSHS policy governing public disclosure. DSHS will not disclose any information marked "Proprietary" in your proposal without giving you ten (10) days notice for you to seek a court injunction against the disclosure. You may not mark your entire proposal proprietary.

I. WRITTEN REPRESENTATIONS

Proposals should be based on the material contained in this RFQQ, any related amendment(s), and any questions and answers directed through the RFQQ Coordinator.

J. QUESTIONS AND ANSWERS

Bidders should fax, e-mail or mail written questions to the RFQQ Coordinator. Early submission of questions is encouraged. Questions will be accepted until the date set forth in the Procurement Schedule, Section II.D. Questions and Answers will be on the DSHS Procurement website.

K. RFQQ AMENDMENTS

DSHS reserves the right, at any time before execution of a contract, to amend all or a portion of this RFQQ. Amendments will be posted on the DSHS Procurements Web site, if applicable. If there is any conflict between amendments or between an amendment and the RFQQ, whichever document was issued last in time shall be controlling.

L. RETRACTION OF THIS RFQQ

DSHS and the State of Washington are not obligated to contract for the services specified in this RFQQ. DSHS reserves the right to retract this RFQQ in whole, or in part, at any time without penalty.

M. SUBMISSION OF PROPOSALS

Proposals must be prepared and submitted no later than the proposal submission date and time specified in the Procurement Schedule, Section II.D. The proposal is to be sent to the RFQQ Coordinator, either by mail or hand delivery, at the address specified in Section II.B., Procurement Contact Information. DSHS will not accept any proposal submitted by fax. DSHS will not accept any proposal submitted by email.

You should allow sufficient time to ensure timely receipt by the RFQQ Coordinator. You assume the risk for the method of delivery and for any delay in the mailing or delivery of your proposal.

DSHS reserves the right to disqualify any proposal and withdraw it from consideration if it is received after the proposal submission due date and time. All proposals and any accompanying documentation become the property of DSHS and will not be returned.

N. NON-RESPONSIVE PROPOSALS

All proposals will be reviewed by the RFQQ Coordinator to determine compliance with administrative requirements and instructions specified in this RFQQ. DSHS may reject or withdraw your proposal at any time as non-responsive for any of the following reasons:

- Incomplete proposal;
- Submission of alternative proposals;
- Failure to comply with any part of this RFQQ or any exhibit to this RFQQ;
- Submission of incorrect, misleading, or false information.

O. MINOR IRREGULARITIES

DSHS may waive minor administrative irregularities related to any proposal.

P. COST TO PROPOSE

DSHS will not be liable for any costs incurred by the Bidder in preparing, submitting or presenting a proposal for this RFQQ.

Q. JOINT PROPOSALS

If you submitted a joint proposal, with one or more other bidders, you must designate the prime bidder. The prime bidder will be DSHS's sole point of contact, will sign the contract and any amendments, and will bear sole responsibility for performance under the contract.

R. EXHIBITS

Exhibits to this RFQQ are:

- Exhibit A – Definitions
- Exhibit B – Bidder Information, Certifications and Assurances Form
- Exhibit C – Sample Contract
- Exhibit D – 2005 e-Child Care Service Delivery Management System Feasibility Study

You should be sure that you have downloaded a complete copy of this RFQQ and all attached exhibits, as listed above. The procurement documents can be accessed at <http://www1.dshs.wa.gov/msa/ccs/>. If you are unable to download the documents, you should contact the RFQQ Coordinator.

It is not a ground for protest if your copy of this RFQQ should be missing any exhibit or pages of the RFQQ.

S. WITHDRAWAL OF PROPOSALS

After a Proposal has been submitted, Bidders may withdraw a proposal at any time up to the proposal submission date and time specified in the Procurement Schedule, Section II.D. A written request signed by an authorized representative of the Bidder must be submitted to the RFQQ Coordinator. After withdrawing a previously submitted proposal, the Bidder may submit another proposal at any time up to the proposal submission date and time.

T. NOTIFY APPARENTLY SUCCESSFUL BIDDER

DSHS will notify the Apparently Successful Bidder on or about the date and time specified in the Procurement Schedule of the selection of the Apparently Successful Bidder by written notice via mail, e-mail and/or fax. DSHS will notify separately the Unsuccessful Bidders on or about the date and time specified in the Procurement Schedule of the non-selection of the Unsuccessful Bidder by written notice via mail, e-mail and/or fax.

U. BIDDER DEBRIEFING CONFERENCE

If DSHS does not select your proposal, you may request a debriefing conference. You must submit your request in writing to the RFQQ Coordinator by mail or fax by the date specified in the Procurement Schedule, Section II.D.

Debriefing conferences will be held on the dates specified in the Procurement Schedule, Section II.D. The debriefing conference may be conducted either in person or by telephone and will be scheduled for a maximum of one hour.

Discussion at the debriefing conference will be limited to the following:

- Evaluation and scoring of your proposal;

- Critique of your proposal based on evaluators' comments; and
- Review of your final score in comparison with other Bidders' final scores without identifying the Bidders.

Identification of the other Bidders, their proposals or evaluations will not be allowed.

V. PROTEST

Protests may be made only after DSHS has sent notification to the Apparently Successful Bidder and to the unsuccessful bidders. In order to submit a protest under this RFQQ, a Bidder must have submitted a Proposal for this RFQQ, and have requested and participated in a debriefing conference. It is the sole administrative remedy available within DSHS. The following is the process for filing a protest:

1. GROUNDS FOR PROTEST

A protest may be made based on these grounds only:

- Arithmetic errors were made by DSHS in computing the score;
- DSHS failed to follow the procedures established in this RFQQ document, or to follow applicable State or federal laws or regulations; or
- Bias, discrimination, or conflict of interest on the part of an evaluator.

2. PROTEST FORM AND CONTENT

A protest must state all of the facts and arguments upon which the protest is based, and the grounds for your protest. It must be in writing and signed by a person authorized to bind the Bidder to a contractual relationship. At a minimum, the protest must include:

- The name of the protesting Bidder, mailing address and phone number, and the name of the individual responsible for submission of the protest;
- The RFQQ number and name of the issuing agency;
- A detailed and complete statement of the specific action(s) by DSHS under protest;
- The grounds for the protest;
- Description of the relief or corrective action requested.

You may attach to your protest any documentation you offer to support your protest.

3. SUBMITTING A PROTEST

Your protest must be in writing and must be signed. You must mail or hand deliver your protest to the RFQQ Coordinator using the same mailing or delivery address provided in this RFQQ for submitting your proposal, Section II.B. Protests may not

be submitted by fax or email. DSHS must receive the written by the date set forth in the Procurement Schedule, Section II.D.

4. PROTEST PROCESS

The RFQQ Coordinator will forward your protest to the DSHS designated Protest Coordinator with copies of the following:

- This RFQQ and any amendments,
- Your proposal,
- The evaluators' scoring sheets, and
- Any other documents showing evaluation and scoring of your proposal.

DSHS will follow these procedures in reviewing your protest:

DSHS will conduct an objective review of your protest, based on the contents of your written protest and the above materials provided by the RFQQ Coordinator.

DSHS will send you a written decision within five (5) business days after DSHS receives your protest, unless more time is required to review the protest and make a determination. The protesting Bidder will be notified by the RFQQ Coordinator if additional time is necessary.

DSHS will make a final determination of your protest and will either:

- Find that your protest lacks merit and uphold DSHS's actions;
- Find that any errors in the RFQQ process or in DSHS's conduct did not influence the outcome of the RFQQ, and uphold DSHS's actions; or
- Find merit in the protest and provide options for corrective action by DSHS which may include:
 - That DSHS correct any errors and re-evaluate all proposals affected by its determination of the protest;
 - That DSHS reissue the RFQQ document; or
 - That DSHS make other findings and take such other action as may be appropriate.

W. EXECUTION OF THE CONTRACT

If you are the Apparently Successful Bidder, you will be expected to sign a contract with DSHS and any subsequent amendments that may be required to address specific work or services as needed. A sample contract is attached as Exhibit C.

DSHS reserves the right to negotiate the specific wording of the Statement of Work, based on the requirements of this RFQQ and the terms of your proposal.

If you fail or refuse to sign the contract or any subsequent amendment within ten (10) business days of delivery to you, DSHS may elect to cancel the award and may award the contract to the next-highest ranked finalist.

Any subcontracts necessary to perform the contract shall be subject to the prior written approval of DSHS.

If at contract award or anytime thereafter any specifically named individual(s) identified in the Proposal to work on this engagement are not available, DSHS has the right to approve or reject any change in Contractor personnel.

III. Proposal Contents

A. PROPOSAL CONTENTS

The three major sections of the proposal are to be submitted in the order noted below in Section III.C., Contents of Binders.

Proposals must provide information in the same order as presented in this document with the same headings. The questions in each of the four sections are described below. All questions must be answered and all items must be included as part of the proposal for the proposal to be considered responsive, even though certain items may not be scored.

Vendors may submit a proposal for QA services only, for IV&V services only, or for both QA and IV&V services as long as different staff are proposed for each set of services.

B. FORMAT OF PROPOSAL

Proposals must be submitted on standard eight and one-half by eleven inch (8 ½" x 11") white paper.

A font size not less than 12 point must be used.

Proposals must be submitted in separate three-ring binders as specified in Section III.C., Contents of Binders, with tabs separating the major sections of the Proposal, and your name on the front cover or title page of each binder.

If submitting a proposal for QA Services, identify each copy of your proposal by including: Proposal for QA Services to RFQQ# 634-242; the title of this RFQQ, e-Child Care Feasibility Study, Quality Assurance; and your name on the front cover.

If submitting a proposal for IV&V Services, identify each copy of your proposal by including Proposal for IV&V Services to RFQQ # 634-242, the title of this RFQQ, e-Child Care Feasibility Study, Independent Validation and Verification; and your name on the front cover.

C. CONTENTS OF BINDERS

If submitting a proposal for QA Services, submit two binders marked "Original" with Bidder's name and four 4 copies, in addition, include one soft copy in Microsoft Word 2003 file format or Microsoft Excel 2003 file format if appropriate on a portable media or electronic readable media (Compact Disc (CD-ROM), with a label on the CD identifying your name and RFQQ# 634-242 of your proposal containing the following:

Binder one:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Management/Experience and Qualifications Proposal

Binder two:

- Cost Proposal

If submitting a proposal for IV&V Services, submit two binders marked "Original" with Bidder's name and four (4) copies, in addition, include one soft copy in Microsoft Word 2003 file format or Microsoft Excel 2003 file format if appropriate on a portable media or electronic readable media (Compact Disc (CD-ROM), with a label on the CD identifying your name and RFQQ# of your proposal containing the following:

Binder one:

- Table of Contents
- Section 1: Administrative Requirements.
- Section 2: Management/Experience and Qualifications Proposal

Binder two:

- Cost Proposal

D. ADMINISTRATIVE REQUIREMENTS (SECTION 1 OF PROPOSAL BINDER ONE)

Please respond to each item in the same order in which they appear.

1. LETTER OF SUBMITTAL

Bidders must submit a prepared and signed submittal letter on Bidder's official business letterhead stationery for each bid submitted. The submittal letter must be included as the first page of Section 1. Signing the submittal letter indicates that the Bidder accepts the terms and conditions of RFQQ # 634-242. The Bidder's Letter of Submittal must include the following:

- Name, address, principal place of business, telephone number, fax number, and e-mail address of legal entity or individual with whom contract would be written;
- The name of your contact person for this RFQQ;
- A detailed list of all materials and enclosures included in your Proposal;
- A list of all RFQQ amendments downloaded by the Bidder from the DSHS Procurements Web site, if applicable, and listed in order by amendment number and date. If there are no RFQQ amendments, include a statement to that effect;
- The Bidder's guarantee that its Proposal, as submitted, will remain in full force and effect for 180 days;
- A statement substantiating that the person who signs the letter is authorized to contractually bind the Bidder's firm;

- Identification of the page numbers on the Bidder's Proposal that are marked "Proprietary or Confidential" Information; and
- Any statements you wish to convey to the RFQQ Coordinator, including any variations between your proposal and the RFQQ.

2. BIDDER INFORMATION, CERTIFICATES AND ASSURANCES FORM

A completed Bidder Information, Certificates and Assurances Form, Exhibit B, for each bid submitted. Please sign and include any attachments that are necessary.

3. REFERENCE SECTION

Provide a list of at least three (3) references of entities for which you have performed similar services for each bid submitted. Include the names, telephone numbers, dates of services, and a brief description of the similar services you provided them in the past. References will only be contacted for finalist(s).

E. MANAGEMENT/EXPERIENCE AND QUALIFICATIONS PROPOSAL (SECTION 2 OF PROPOSAL BINDER ONE)

Please respond to each question in the same order in which they appear.

1a. If submitting a proposal for QA Services, describe your approach to performing the QA services described in Section I.C. Project Scope. Include specific philosophies, principles employed, methodologies, tools and staffing models.

1b. If submitting a proposal for IV&V Services, describe your approach to performing the IV&V services described in Section I.C. Project Scope. Include specific philosophies, principles employed, methodologies, tools and staffing models.

2a. If submitting a proposal for QA Services, based upon your experience with project Quality Assurance, provide a detailed listing of the Key Personnel or team you propose for this engagement, including the titles of staff, team roles (if applicable), and a current resume of each person proposed. Resumes must detail experience with the activities in Section I.C. and required skills listed in Section I.D., Minimum Qualifications, of this RFQQ.

2b. If submitting a proposal for IV&V Services, based upon your experience with project Independent Validation and Verification, provide a detailed listing of the Key Personnel or team you propose for this engagement, including the titles of staff, team roles (if applicable), and a current resume of each person proposed. Resumes must detail experience with the activities in Section I.C. and required skills listed in Section I.D., Minimum Qualifications, of this RFQQ.

3. For each proposed candidate provide:

- A cover letter, no longer than three (3) pages, that specifically indicates how the proposed candidate meets the required skills and preferred qualifications of this RFQQ.
- A current resume that contains specific education and work experience (organization name, dates of employment and duties performed) that specifically correspond with the required skills and preferred qualifications listed in this RFQQ.
- Three (3) professional references including the name and telephone number of each candidate and reference, the project worked on, what position the candidate held on the project and the dates of the project.

Note: The bidder may not substitute Key Personnel proposed for this project without the prior, written approval of DSHS and DEL.

4a. If submitting a proposal for QA services, bidder must have demonstrated recent experience in performing project QA. Provide the following as evidence:

- List your companies past experience working with DSHS, other Washington State agencies or government entities.
- Examples of tools, reports and methodologies used by the Bidder in the past.
- Identification of three or more projects in which the proposed staff provided project QA services. Provide information regarding the size of each project (such as budget, duration, number of full time staff and assessed risk/severity level (or equivalent) and the scope of project QA services provided.
- For each project listed, identify client contact information for a person familiar with the services performed.
- Provide a brief history of your company, no more than two (2) pages, including its current financial status.

4b. If submitting a proposal for IV&V services, bidder must have demonstrated recent experience in performing project IV&V. Provide the following as evidence:

- List your companies past experience working with DSHS, other Washington State agencies or government entities.
- Examples of tools, reports and methodologies used by the Bidder in the past.
- Identification of three or more projects in which the proposed staff provided project IV&V services. Provide information regarding the size of each project (such as budget, duration, number of full time staff and assessed risk/severity level (or equivalent) and the scope of project IV&V services provided.
- For each project listed, identify client contact information for a person familiar with the services performed.
- Provide a brief history of your company, no more than two (2) pages, including its current financial status.

Key Personnel

The contractor, DSHS and DEL agree that the Key Personnel are critical to the performance of the contract and cannot be removed or reassigned without DSHS and DEL approval. The Department has the right of refusal for any personnel proposed for or assigned to these tasks.

After contract award, to change Key Personnel, the contractor must obtain the prior written consent of DSHS and DEL. The contractor must give DSHS and DEL resumes of proposed substitutes and an opportunity to interview and approve or disapprove potential Key Personnel prior to commencing any tasks, services, or work under the contract. This applies to Key Personnel that are employees of the contractor or subcontractors.

DSHS and DEL reserves the right to require a change in the contractor's Key Personnel or other contractor personnel, including requiring the removal or reassignment of any contractor or subcontractor personnel found unacceptable by DSHS or DEL. DSHS and DEL must be given an opportunity to interview and approve or disapprove potential replacements for that employee prior to the replacement performing any tasks, services, or work under the contract.

F. COST PROPOSAL (PROPOSAL BINDER TWO)

Provide a single fixed price for providing the services described in Section I.C.1. and the deliverables described in I.C.2. based upon the personnel and approach described in Section III.E.

Provide as part of the Cost Proposal, a deliverable-based payment schedule that assigns an appropriate cost to each deliverable produced.

Provide an hourly rate for additional services which may be requested by DSHS. In providing the hourly rates, reference the labor categories or personnel position descriptions/titles used in the response to the project scope.

IV. Evaluation

A. EVALUATION PROCEDURE

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this Procurement and any amendments issued. The evaluation of proposals shall be accomplished by an evaluation team to be designated by DSHS and DEL who will be responsible for the review, evaluation and scoring of Bidder proposals. DSHS and DEL, at their sole discretion, will select finalists for an oral presentation. If oral presentations are held, evaluators will evaluate and score the oral presentations of bidders selected as finalists.

B. PROPOSAL EVALUATION

Each Proposal will first be screened to determine if the Bidder has complied with appropriate Administrative Requirements and Submittal Instructions. Each Proposal must meet the Administrative Requirements to be eligible to submit a proposal to this RFQQ. If your proposal does not meet all Administrative Requirements for this RFQQ, DSHS may consider your proposal non-responsive and withdraw it from consideration at any time. Evaluators will score all responsive proposals and award points up to the maximum points available for each question.

C. SCORING OF PROPOSALS

1. OVERALL SCORE DETERMINATION

The same score determination will be use for evaluating the QA Services proposals and the IV&V Services proposals. The following percentages will be assigned to the proposal for evaluation purposes:

Management Approach for Services	40%
Experience and Qualifications	40%
Cost Proposal	20%
Total for Written Proposals	100%

The scores for the first three elements will be used in the selection of finalist Bidders. The finalist Bidders may be asked to participate in an oral presentation. Reference checks will only be done on the finalists chosen for the oral presentations. Points for the reference check and oral presentation, if required, will be scored separately to determine the Apparently Successful Bidder.

The written responses will be evaluated strictly in accordance with the requirements set forth in this RFQQ and any amendments thereto.

2. EVALUATION POINTS

The evaluation will be based only upon the response and not upon the evaluator's external experience with, or perception of, the Bidder or upon Bidder presentations made prior to the release of this document.

Each scored item will be awarded points by each evaluator. Points will be assigned based upon the evaluator's interpretation of the effectiveness and efficiency of the Bidder's response to each requirement. In addition to the point score assigned (see listing below) each scored item is assigned a weighting value. The score of the evaluators will be multiplied by the weighting to give the weighted score.

The evaluators will score independently. Upon completion of scoring, the scores will be given to the RFQQ Coordinator. Scoring will be based upon a scale of zero (0) to four (5), with those scores being defined as follows:

Score	Description	Discussion
0	No value	The Bidder has omitted any discussion of this requirement or the information provided is of no value.
1	Substantially Below Minimum Requirements	The Bidder has not established the capability to perform the requirement, has marginally described its approach, or has simply restated the requirement.
2	Below Minimum Requirements	The Bidder has established some capability to perform the requirement but descriptions regarding their approach are not sufficient to demonstrate the bidder will be fully able to meet the minimum requirements.
3	Meets Minimum Requirements	The Bidder has an acceptable capability of solution to meet this criterion and has described its approach in sufficient detail to be considered "as substantially meeting minimum requirements".
4	Exceeds Minimum Requirements	The Bidder has demonstrated an above-average capability, approach, or solution and has provided a complete description of the capability, approach, or solution.
5	Far Exceeds Minimum Requirements	The Bidder has provided an innovative, detailed, efficient approach or established, by presentation of material, far superior capability in this area.

The final score for each of the three sections will be computed by dividing the Bidder's raw score by the highest raw score received by any responder. The result of this calculation will be multiplied by the overall possible points available for that section.

The weighted score shall be computed by the RFQQ Coordinator and shall be the sum of the scores for the three sections. The weighted score will be used to identify finalist Bidders.

D. EVALUATION OF ORAL PRESENTATIONS

DSHS and DEL may, after evaluating the written proposals, elect to schedule oral presentations of the finalists. The RFQQ Coordinator will notify finalists of the date, time, and location of the oral presentations.

DSHS and DEL will select evaluators for the oral presentations based on their qualifications, experience and background relevant to this RFQQ. These evaluators may include evaluators who reviewed the written proposals or DSHS staff who will work with the successful bidder(s). Evaluators will score the oral presentations in accordance with RFQQ requirements and evaluation criteria.

The evaluation team will address certain predefined questions that will be asked of all Bidders. The predefined questions will not normally have been provided to Bidders, however, depending on the nature of the questions, some may be provided to Bidders in advance of the interview. The evaluation team may also ask the Bidder additional questions in the course of the interview.

The score from the oral presentation will be considered independently to result in the selection of the Apparently Successful Bidder.

E. FINAL DETERMINATION OF APPARENTLY SUCCESSFUL BIDDER(S)

DSHS management shall make the final determination as to which bidder(s), initially designated as finalist(s), shall be officially selected and notified as the Apparently Successful Bidder(s) under this Procurement.

Program staff and DSHS management shall determine which proposals reviewed during this final selection process will best meet the needs of DSHS and DEL.